

# THE ARMY'S METAPHORIC STOCK SPLIT

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LTG John M. Riggs

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*Our Legacy, Their Destiny—We owe the very best Army possible to the sons and daughters of America who will be wearing the uniform in the future . . . A great Army was provided to us, we should do no less for those who follow. . . .*

—LTG John M. Riggs  
Director  
Objective Force Task Force

## Introduction

A stock split is defined as “an increase in a corporation’s outstanding shares without a corresponding change in the shareholders’ equity or the value of the corporation.” When a company splits its stock, the share quantity leaps ahead. Today, America is in a unique position as the shareholder of the most powerful Army in the world. And the good news is that America’s shares have just increased threefold. Our magnificent Army has announced a sort of “stock-splitting” strategy to increase its technological capabilities and global relevancy for continued near- and long-term ground warfare superiority.

## Where We’re Headed

The original *share* is a full-spectrum-capable and dominant ground force currently undergoing continuous modernization efforts. The stock-splitting strategy actually began on Oct. 12, 1999, when the Secretary of the Army and the Army Chief of Staff articulated a vision entitled “The Army Transformation,” which is designed to posture the Army to better meet the demands of the 21st century. This transformation strategy capitalized into a 3-for-1 metaphorical stock split characterized by three distinctive ground force implementations: the Legacy Force (recapitalization and

selective modernization for current force improvements and enhancements), the Interim Force (the transitional force that assimilates near-term technologies), and the Objective Force (the emergence of the new and futuristic ground force combined with portions of the Legacy and Interim Forces). These three forces are being simultaneously developed and will collectively converge and transpose to a singularly superior and relevant ground force that will be strategically responsive and capable of dominating every point on the spectrum of military operations.

## How We’ll Get There

The Army transformation has begun. The Legacy Force is currently being recapitalized and modernized. State-of-the-art enhancements were inspired and influenced by past war experiences, training lessons learned, and today’s global threats.

Currently, the Army is planning near-term fielding of an Interim Force that will be the transitional force leading the way in achieving the revolutionary and evolutionary future force, namely the Objective Force. The Interim Force development begins with the current implementation and fielding of two Initial Brigade-size Combat Teams at Fort Lewis, WA. These Initial Brigade-size Combat Teams will have off-the-shelf and selected specialized state-of-the-art equipment that will be fielded in accordance with an approved Modified Table of Organization and Equipment. The critical benefit gained from these initial teams will be the generation of the lessons learned and insights needed to quickly achieve the Interim Force capabilities that will enable thorough evaluation and refine-

ment of the Operational and Organizational (O&O) concept for future forces. From this, newly developed tactics, techniques, and procedures will emerge, thereby establishing the critical conditions necessary for ensuring refined development of the Interim Force. After the first Interim Armored Vehicles are fielded and an Interim Force O&O model is validated, these teams will be redesignated as Interim Brigade Combat Teams (IBCTs). Their goal is to bridge the gap between the capabilities of today’s force and the Objective Force.

IBCTs will be the vanguard of the future Objective Force. They will have limited full-spectrum capability and will be available for apportionment to the warfighting commanders-in-chief. The first of these IBCTs will be available for deployment in May 2003, with the second projected to be available in May 2004. These IBCTs will also have the capability to deploy anywhere in the world in 96 hours.

Between 2008-2010, the first units of the Objective Force will be fielded. The Army refers to this milestone as the Objective Force First Unit Equipped. Ultimately, the Objective Force will have the capability to deploy a combat-capable brigade anywhere in the world and perform a full spectrum of military operations.

## A Soldier-Centric Force

The Objective Force will provide the National Command Authority (NCA) an increased range of options for regional engagement, crisis response, and sustained land-force operations. The Objective Force will be a force that embodies the decisive warfighting lethality of today’s mechanized forces with the strategic respon-

siveness of today's light forces. The Objective Force will be designed around Future Combat Systems (FCS), which will incorporate state-of-the-art technologies and capabilities, as well as integrate stovepipe functions we currently get from today's combat arms, combat support, and combat service support forces. FCS will in turn be engineered, developed, and built specifically and coherently around the soldier. The most lethal weapon on the battlefield will be the soldier. This translates into having an embedded, networked, and collective battlefield consciousness to make the soldier a diverse multimission combat warrior who dominates ground warfare across the spectrum of military operations.

### America's Destiny

Throughout this metaphoric three-way stock split and subsequent capitalization regarding the Army transformation process, readiness will remain our number one priority for the Legacy Force. The Army must fulfill its non-negotiable contract with the American people—to fight and win the Nation's wars. Therefore, the Army must sustain and recapitalize its Legacy Force to guarantee critical warfighting readiness. To accomplish this, the Army will recapitalize selected legacy formations, in both Active and Reserve components, to enhance key armored and aviation systems as well as enhance light force lethality and survivability. Part of this Legacy Force requirement is to divest those systems that are no longer supportable given today's fiscal realities.

This entire process will be achieved by incorporating new and superior technologies that transcend the entire force as it moves across timelines. The culmination of this process is best understood as a journey that distinctly takes us toward a superior, dominating, and scalable future Army force—the Objective Force.

The Army's metaphoric stock split is immensely and imminently crucial to America's future. Because the Army is a premier strategic element of national policy, it must continue its 2-century-old tradition of serving our citizens well in peace and in war. To continue this vital task, the Army must change! The requirement to change and transform today's Army is based on the security challenges of a vastly dif-

ferent and dangerous 21st century and the need to respond more rapidly and decisively across the full spectrum of military operations. Thus, the Army has initiated a bold, yet necessary, set of initiatives that will transform it into an Army that will remain relevant while protecting our Nation in the future! This will be the Objective Force!

### What's The Objective Force?

The Objective Force will be the force that achieves the Army's transformation objective. It will be a force that is *responsive, deployable, agile, versatile, lethal, survivable, and sustainable*. The Objective Force is based on capabilities supported by leading-edge technologies that will focus on four criteria. First, the Objective Force will be a soldier-centered force. Objective Force soldiers will be intrinsically equipped and integrated with leap-ahead technologies that provide them internetted air, ground, and space knowledge-based and lethality capabilities. Making these soldiers an integral part of this "system-of-systems" enables them to dominate across the spectrum of military operations. Second, the Objective Force will capitalize on technologies that enable it to employ precision engagement on land with significant improvements in lethality, range, and accuracy. Third, the Objective Force will acquire the speed and agility in positioning and repositioning to ensure the joint team dominates land maneuvers. Fourth, the Objective Force will serve as a strong deterrent to potential adversaries by providing the NCA greater flexibility through a broader range of strategic options.

### Task Force Genesis

The culmination of the Army vision is having the Objective Force achieve dominance across the full spectrum of military operations. That means the path must be carefully mapped and managed by our best professionals. This is being realized through a programmatic and organizational approach. Secretary of the Army Thomas E. White and Army Chief of Staff GEN Eric K. Shinseki have directed the formation of a task force to execute the mission of synchronizing, integrating, and assessing activities related to building the Objective Force. This task force is known as the Objective Force Task Force (OFTF).

The OFTF is the single, overarching, integrating activity within the Department of the Army that provides the direction, means, and impetus for the Objective Force. Objective Force efforts are associated with development of each of the Army domains: Doctrine, Training, Leader Development, Organization, Materiel and Soldiers (DTLOMS-pronounced "det-lomes").

### OFTF Mission

The mission of the OFTF is to ensure the realization of the Objective Force. The OFTF integrates all aspects of the Army transformation to accelerate the delivery of the Objective Force to the Army. The OFTF provides the means to enable senior Army leaders to assess progress in developing the Objective Force and synchronize all linked Objective Force programs with their integration into the Army. OFTF efforts are synchronized with the ongoing Army Transformation Campaign Plan with the focus on achieving initial Objective Force capabilities this decade. Modernization of the Legacy Force and attainment of an Interim Force support the goals and processes used in the pursuit of the Objective Force. Lessons learned will be shared by all elements of the transformation process.

### Conclusion

The articles featured in this issue of *Army AL&T* provide an in-depth perspective of the transformation efforts and processes to achieve the Objective Force. This endeavor is not just about improving today's most powerful Army on the planet, it is about continuing and ensuring the "Free World's" sovereignty over emerging factions that threaten future world peace and, ultimately, freedom.

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